

# DELAWARE DEPARTMENT OF AGRICULTURE

## 2007 STRATEGIC PLAN

65-01-00

AUGUST 25, 2005

*REVISED*

NOVEMBER 11, 2005

### MISSION STATEMENT

To sustain and promote the viability of food, fiber, and agricultural industries in Delaware through quality services that protect and enhance the environment, health, and welfare of the general public.



Serving Agriculture and  
Protecting Consumers

# BACKGROUND

## ADMINISTRATION

The Office of the Secretary serves as the contact point between the largest industry in the state—agriculture—and state government. The Secretary of Agriculture represents the agricultural community and the related sectors of the economy in all facets of state government. Under the direction of the Office of the Secretary, the department continues to conduct an aggressive program to inform the public of both the contributions made by the agricultural community and the services and protection provided by the department to the consumers of the state. The department has an “*educate before we regulate*” policy. The department continues to develop better lines of communication with those that are regulated in order to obtain full compliance with the laws, rules, and regulations enforced by the department before resorting to administrative or criminal hearing procedures.

The Office of the Secretary also provides the Secretary of Agriculture with administrative support plus the personnel and fiscal services necessary to operate the department. **The Information, Education, and Marketing Section** provides outreach functions to the agricultural community, including the development of programs on agriculture market development and expansion, educational programs, and other communications from the department.

## AGRICULTURE COMPLIANCE

The Agriculture Compliance Section regulates a variety of products under the authority of the Delaware Code, specifically the Delaware Commercial Feed Law, the Delaware Commercial Fertilizer and Soil Conditioner Law, the Delaware Agricultural Liming Materials Act, the Frozen Sweetened Products Law, and the Milk, Cream, and Other Milk Products Law. Most of these laws require the registration of the above products before being offered for sale. They also ensure that manufacturers label their products with accurate, non-misleading information so consumers are able to make well-informed decisions about the products they buy. The laws also authorize the inspection and testing of products to ensure that nutrient claims are accurate.

## FOOD PRODUCTS INSPECTION

Delaware is a member state in the Federal-State Cooperative Inspection Program. The State Meat and Poultry Inspection Program maintains standards “at least equal to” the Federal Inspection Program.

Delaware also cooperates with USDA in cooperative grading agreements with state Departments of Agriculture and other state agencies. Under these Federal-state agreements, federal-state licensed graders perform their work throughout the state at point of origin, and retail outlets grading various commodities. The federal Food Safety and Quality Service establishes basic grading policies and procedures. The grade standards describe the quality requirements for each grade of a commodity, giving the industry a common language for selling and buying.

## FOREST SERVICE

Forests, both rural and urban, are a vital resource of the state, providing numerous benefits to all Delawareans. Delaware’s rural forests comprise approximately 30 percent (375,000 acres) of the state, approximately 90 percent of which are privately owned. Delaware’s forests face many challenges; including fragmentation, wildfire, insects and disease, poor management techniques, and non-native (exotic) species. The Delaware Forest Service offers programs to help citizens address these challenges.

The problems facing Delaware's rural and urban forests are diverse. In order to address these challenges, the Delaware Forest Service cooperates with the U.S. Forest Service, State and Private Forestry (S&PF) Program. The S&PF Program provides grants to the Forest Service as well as technical assistance. The S&PF Program funds approximately 20 percent (4.5 positions) of the Forest Service's staff, including 4.0 forester positions, and 30 percent of the operating budget.

### **HARNESS RACING COMMISSION**

The Delaware Harness Racing Commission regulates and oversees the sport of harness racing in the state. Its primary objectives and principles are to protect, preserve, and promote agriculture and horse racing through effective and efficient efforts to prevent and eliminate corrupt practices; ensure fairness in decisions affecting licensees and patrons; ensure due process in administrative proceedings; be attentive to the public and licensees and provide information concerning the industry and commission operations. The Commission is also responsible for ensuring that the state and the betting public receive their fair percentages of the wagering dollar by overseeing periodic accounting audits.

### **PESTICIDES**

The Pesticides Section is delegated authority under the Delaware Pesticide Law and the Federal Insecticide, Fungicide, and Rodenticide Act to regulate the sale and use of pesticides in the state.

The Pesticides Section emphasizes education and offers a comprehensive pesticide applicator certification and training program. The educational program is complemented by an on-going compliance assistance and enforcement program of inspections and sampling at the various levels of pesticide distribution and use.

The Section also administers a groundwater protection program to ensure the use of pesticides is not degrading the state's ground/drinking water quality. The centerpiece of the program is a statewide shallow groundwater monitoring network comprised of over 60 domestic and agricultural wells, and 108 dedicated monitoring wells owned by the state. In addition to testing the wells for pesticides and other contaminants, the section also monitors the depth of the water table to help predict water supply for domestic and agriculture use.

### **PLANNING**

Planning Section is a technical and professional enterprise within the department which serves internal and external clients and includes land use planning, operational planning, agricultural land preservation, and computer operations. Combining farmland preservation and planning coordination has helped to stem the loss of farmland in Delaware.

The mission of this Section is to secure and enhance to future livability of Delaware and its agricultural heritage through sound planning, advocacy, preservation, conservation strategy development, education, and "cutting edge" geographic information system design and implementation. We strive to continually improve services. The work of this Section is closely tied to the Governor's Livable Delaware Agenda and includes the following benefits in support of that agenda 1.) Promotion of - Agricultural Viability, Farm Operational Diversity, Land Use Planning, and Conservation Practices; 2.) Support of - Environmental Integrity, Farm Families, and The State's Economy, and; 3.) Preservation of - An Agricultural Land Base, Important Historic Structures, Wildlife Habitat, and Critical Environmental Features.

## **PLANT INDUSTRIES**

Plant Industries is the plant and plant pest regulatory enforcement authority in the state. Its principal mission is to protect agriculture, the environment, and the citizens from the damaging effects of plant and honeybee pests and noxious weeds while facilitating domestic and international trade of plants, plant products, grain, seed, and agricultural commodities.

Plant Industries has the authority to quarantine certain products, plants, and/or pests as necessary to carry out the task of preventing the spread of economically or environmentally important pests. Plant Industries also works in cooperation with USDA Plant Protection and Quarantine and the University of Delaware Cooperative Extension Service to conduct surveys for non-native pests and pests of export significance.

Plant Industries is also responsible for the Gypsy Moth Suppression Program, a cooperative program with the USDA Forest Service to help landowners deal with impacts caused by gypsy moth; and the Apiary Inspection Program which requires anyone who plans to keep bees to annually register their colonies along with their location with the department.

The Seed Laboratory certifies granaries, and trains and licenses grain inspectors; provides seed testing services to farmers; collects official seed samples from stores offering seed for sale throughout the state to test and ensures the labeling conforms to the Seed Law and that the seed meets minimum standards; and conducts the Seed Certification Program.

## **POULTRY AND ANIMAL HEALTH**

Poultry and Animal Health is charged with preventing the introduction and spread of contagious and infectious diseases into and within the animal and poultry population of the state. It accomplishes this by maintaining a diagnostic laboratory, as well as cooperating with the poultry diagnostic laboratory of the University of Delaware. Section personnel respond to reports of actual or potential disease problems from veterinarians and from livestock, poultry, and pet owners. Personnel visit farms, dairies, livestock auctions, etc. to collect various biological specimens for analysis and diagnosis of disease. In most instances, the veterinarian or owner is informed of the diagnosis, control, and/or treatment for the disease. When certain serious, highly contagious diseases are diagnosed, however, the State Veterinarian, through the authority given to the Secretary of Agriculture, may quarantine or even destroy the animal, herd, or flock to prevent the spread of that disease to other premises.

## **THOROUGHBRED RACING COMMISSION**

The Delaware Thoroughbred Racing Commission regulates and oversees the sport of thoroughbred and Arabian racing in the state. Its primary objectives and principles are to protect, preserve, and promote agriculture and horse racing through effective and efficient efforts to prevent and eliminate corrupt practices; ensure fairness in decisions affecting licensees and patrons; ensure due process in administrative proceedings; be attentive to the public and licensees and provide information concerning the industry and Commission operations. The Commission is also responsible for ensuring that the state and the betting public receive their fair percentages of the wagering dollar by overseeing periodic accounting audits.

## **WEIGHTS AND MEASURES**

This Section is responsible for regulating all commercial transactions involving weighing and measuring; regulating all devices used commercially to determine weight, measure, or count; and enforcing the Delaware Packaging and Labeling Regulations. Inspection of retail packages, gas pumps, fuel oil and propane meters, scales, grain moisture meters, point of sale scanning systems, parking meters and other timing devices, and field testing standards are the major activities of this Section. This Section provides both

in-house and off-site training to businesses and service technicians throughout the state. The Voluntary Serviceperson Registration Program has enrolled almost 300 technicians, helping to ensure a higher degree of confidence in the accuracy and correctness of weighing and measuring devices used in Delaware.

### **NUTRIENT MANAGEMENT**

Pursuant to provisions of the 1972 Clean Water Act, the Delaware Department of Natural Resources and Environmental Control and the U.S. Environmental Protection Agency signed a Memorandum of Understanding (MOU), which sets forth a plan to restore the quality of Delaware's impaired waters in order to achieve federal water quality standards. The MOU has made it necessary to develop and implement programs to reduce non-point source water pollution to bring water quality into compliance with legal standards. Studies have indicated that excess nutrient loading of surface lands has a negative effect on the quality of both surface and groundwater. The Nutrient Management Law (3 Del. C. c. 22) authorized the Delaware Nutrient Management Commission and the State Nutrient Management Program. The Commission is charged with regulating those activities involving the generation and application of nutrients, establishing a certification program for best management practices, and providing general direction to the State Nutrient Management Program. Additionally, the Program will administer National Pollutant Discharge Elimination Systems (NPDES) permits for Concentrated Animal Feeding Operations (CAFO) throughout the State. DDA is designated as the agency with staff responsibilities and goals that support a livable Delaware atmosphere.

### **AGRICULTURAL LANDS PRESERVATION FOUNDATION**

Since March of 1996, the Delaware Agricultural Lands Preservation Foundation has preserved 130,722 acres and 583 farms in Agricultural Preservation Districts and District Expansions in Delaware. Over 800 different families and organizations (titleholders) own these lands.

With the expenditures to date of \$103 million, 442 properties with over 79,959 acres have been permanently protected through the Purchase of Development Rights. The 79,959 acres of permanently preserved agricultural land account for 14.2% of the total land in farms and 6.4% of the "First State's" total land area. This is the highest percentage of land area preserved through agricultural PDR in the nation. Preservation partnerships have been formed with all three counties and the federal government. Currently, there are approximately 12,277 acres pending development rights purchase.

### **DEPARTMENT GOALS**

1. Diversify Delaware Agriculture
2. Effective Agricultural Economic Development and Marketing
3. Create Public Awareness of Delaware Agriculture and the Department
4. Protect the Health and Viability of Delaware's Agricultural Industry
5. Maintain and Expand Effective Consumer Services

FY 2007 DDA STRATEGIC PLAN  
INFORMATION AND EDUCATION  
65-01-01

1) **Goal:** Create Public Awareness of Delaware Agriculture and the Department

**Objectives**

- A. Develop and disseminate stories about DDA services via media releases, DDA website, and Department of Education State Mail.

**Performance Measure:** Increase number of stories disseminated.

- B. Improve and maintain the DDA Speakers' Bureau by developing presentations, training presenters, and promoting the service.

**Performance Measure:** Number of presentations made to the public.

- C. Develop and maintain a current and informative website by re-establishing a departmental web team, providing on-going training for the department's web master, and reviewing all website material quarterly.

**Performance Measure:** Quarterly review and updates of material.

- D. To meet the needs of Delaware's growing Hispanic population, review DDA publications and translate appropriate publications, brochures, etc. into Spanish and disseminate them to Hispanic residents.

**Performance Measure:** Number of translated materials disseminated.

- E. Maintain an up-to-date media contact list by e-mail correspondence, phone contact, and on-site visits.

**Performance Measure:** List in place and current.

- F. Provide media training to designated departmental staff

**Performance Measure:** Number of staff trained.

- G. Establish a yearly, department-wide calendar of press release/story opportunities

**Performance Measure:** Calendar in place and number of press releases/stories disseminated

2) **Goal: Protect the Health and Viability of Delaware’s Agricultural Industry**

**Objective: Emergency Response Communication** – Develop and maintain emergency communication plan, in cooperation with other agencies, for poultry and animal health and plant emergencies.

**Performance Measure:** Plans in place and current.

	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
1. Public Awareness of DDA Services (Stories)	0	0	0	5	6	7
Public Awareness of DDA Services (Speakers’ Bureau	0	0	0	12	18	24
Public Awareness of DDA Services (Website quarterly reviews)	0	0	0	4	4	4
Public Awareness of DDA Services (Website quarterly reviews)	0	0	0	20%	40%	60%
2. Effective Media Outreach (media list)	NA	NA	NA	List in place and current.	List in place and current.	List in place and current.
Effective Media Outreach (staff trained)	NA	NA	NA	10	10	10
Effective Media Outreach (calendar)	NA	NA	NA	6	8	10
3. Emergency Response Communication	NA	NA	NA	Plans in place and current	Plans in place and current	Plans in place and current

FY 2007 DDA STRATEGIC PLAN  
**MARKETING**  
**65-01-01**

1) **Goal:** Effective Agricultural Economic Development and Marketing

A) **OBJECTIVE:** **Regional Market Development** – In FY 07, DDA will promote DDA fresh market agricultural products to at least 30 receivers of fresh produce in terminal markets from Maine to North Carolina.

**Performance Measure:** Number of receivers visited.

B) **OBJECTIVE:** **Regional Market Development** – In FY 07, DDA will reestablish the electronic terminal market program to promote DDA fresh market agricultural products to at least 30 receivers of fresh produce in terminal markets from Maine to North Carolina.

**Performance Measure:** Number of electronic terminal market contacts.

C) **OBJECTIVE:** **Local Market Development** – In FY 07 Delaware's portion of the receipts generated by the Delmarva Shore to Store Program will increase by 2%.

**Performance Measure:** Increase in Delaware receipts generated by the Delmarva Shore to Store Program

2) **Goal:** Diversify Delaware Agriculture

A) **OBJECTIVE:** **International Market Development** – DDA will survey Delaware's growers and food processors that determines exportable commodities, food products, and export readiness.

**Performance Measure:** FY 07 – Number of growers and food processors surveyed.

	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Projected</b>	<b>Projected</b>	<b>Projected</b>
1 Regional Market Development	27	15	0	30	35	40
2 Regional Market Development	0	0	0	30	35	40
3 Local Market Development	11 %	4 %		3 %	3 %	3 %
4 International Market Development	NA	NA	NA	200	200	200



# FY 2007 DDA STRATEGIC PLAN

## AGRICULTURAL COMPLIANCE

### 65-01-02

**Goal:      Maintain and Expand Effective Consumer Services**

**A) OBJECTIVE: Inspection** – Develop an inspection training program by 2009 that incorporates education modules offered by state, federal and national programs. (Note: Training module for feed is currently under development.)

**Performance Measure:** Number of training programs provided to inspection staff and number of training programs successfully completed by inspection staff. (\* Number of programs available for projected years will be subject to the number of available federal and national training courses.)

**B) OBJECTIVE: Registration and Label Review** – By 2009 reduce the number of customer requests for information provided by the Section and maintain our response time to one (1) day or less (Note: As the Section's website is updated with information, phone/mail requests will be reduced.)

**Performance Measure:** Number of requests and the number of days to respond to information requests.

**C) OBJECTIVE: Laboratory Analysis** – By 2009 reduce the average turnaround time to three (3) weeks for official samples.

**Performance Measure:** Number of days from sample collection to final report.

**D) OBJECTIVE: Laboratory Analysis** – By 2010 reduce the average turnaround time to five (5) days or less for samples of feed, fertilizer and manure samples submitted by the public.

**Performance Measure 1:** Number of days from sample receipt to final report for submitted samples.

**Performance Measure 2:** Number of days from sample receipt to final report for manure samples.

	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07 FY08 FY09</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>(Projected)</b>
<b>Inspection</b>				
<b>Training Programs</b>				
<b># of Programs</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>* Unknown at this</b>
<b># Completed</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>time</b>

(\* Number of training programs available for projected years will be subject to the number of available federal and national training courses.)

**Information**

**Response Time**

<b>Avg. # of Days</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>
<b># of Requests</b>	<b>101</b>	<b>24</b>	<b>20</b>	<b>15</b>	<b>10</b>	<b>10</b>

**Turnaround Time**

**Official Samples**

<b>Avg. # of Days</b>	<b>47.0</b>	<b>60.0</b>	<b>45</b>	<b>40</b>	<b>30</b>	<b>20</b>
<b># of Samples</b>	<b>413</b>	<b>409</b>	<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>

**Turnaround Time**  
**Submitted Samples**

<b>Avg. # of Days</b>	<b>9.4</b>	<b>7.3</b>	<b>7.0</b>	<b>7.0</b>	<b>6.0</b>	<b>5.0</b>
<b># of Samples</b>	<b>70</b>	<b>113</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>

**Turnaround Time**  
**Manure Samples**

<b>Avg. # of Days</b>	<b>8.5</b>	<b>7.8</b>	<b>7.0</b>	<b>7.0</b>	<b>6.0</b>	<b>5.0</b>
<b># of Samples</b>	<b>227</b>	<b>295</b>	<b>400</b>	<b>600</b>	<b>800</b>	<b>1000</b>

FY 2007 DDA STRATEGIC PLAN  
**FOOD PRODUCTS INSPECTION**  
65-01-03

**1) Goal: Protect the Health and Viability of Delaware's Agricultural Industry**

**OBJECTIVE:** Reduce residues, pathogens and contaminants in the food supply and reduce the risk of food-borne illness due to intentional sabotage of the food supply in support of homeland security.

**Performance Measure:** Quantity of meat poultry and eggs inspected/graded and level of food safety training programs conducted.

**2) Goal: Maintain and Expand Effective Consumer Services**

**OBJECTIVE:** Reduce the non-compliance of commercial transactions involving regulated articles and activities.

**Performance Measure:** Level of compliance enforcement reviews conducted.

	<b>FY 04 Actual</b>	<b>FY05 Actual</b>	<b>FY06 Actual</b>	<b>FY07 FY08 FY09 (Projected)</b>		
<b>Food Safety Training Programs*</b>	<b>9</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
<b>Meat and Poultry Products Inspected (millions lbs.)</b>	<b>4.9</b>	<b>5.0</b>	<b>6.5</b>	<b>6.0</b>	<b>6.5</b>	<b>7.0</b>
<b>Products Condemned (thousand lbs.)</b>	<b>1.0</b>	<b>1.0</b>	<b>2.0</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>
<b>Compliance Enforcement</b>	<b>782</b>	<b>860</b>	<b>950</b>	<b>1000</b>	<b>1000</b>	<b>1000</b>
<b>Product Condemned (thousand lbs.)</b>	<b>1.6</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>
<b>Processed Poultry and Shell Eggs Graded (million lbs.)</b>	<b>363</b>	<b>366</b>	<b>525**</b>	<b>600</b>	<b>615</b>	<b>630</b>
<b>Retail Shell Egg Inspection # Reviews</b>	<b>350</b>	<b>378</b>	<b>408</b>	<b>450</b>	<b>450</b>	<b>450</b>
<b># Violations</b>	<b>2.0</b>	<b>4.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>
<b>Fruit/Vegetable*** Inspection (million lbs.)</b>	<b>5.4</b>	<b>3.8</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>	<b>5.5</b>

\* (Voluntary)

\*\* Egg Plant Added

\*\*\* Dependent on weather/marked factors

FY 2007 DDA STRATEGIC PLAN  
**FOREST SERVICE**  
**65-01-04**

1) **Goal:** Protect the Health and Viability of Delaware's Agricultural Industry

A) **OBJECTIVE:** Rural Forests – By 2020, at least fifty percent of all privately owned forestland in Delaware will have a management plan prepared by a professional forester.

**Performance Measure:** Percentage of timber harvests on non-industrial privately owned forestlands that follow a plan prepared by a professional forester

B) **OBJECTIVE:** Urban Forests – By 2020, at least fifty percent of Delaware's 57 incorporated communities have a fully developed urban forestry program, including a management plan, street tree inventory, tree ordinance, and a tree care budget.

**Performance Measure:** Percentage of Delaware's incorporated towns and cities that are recognized by the National Arbor Day Foundation as Tree City USA communities.

C) **OBJECTIVE:** Improved Wildfire Suppression – Maintain and improve public safety by improving volunteer fire companies' ability to fight wildfires.

**Performance Measure:** Percentage of Delaware's volunteer fire companies who participate in Delaware's wildfire suppression education programs.

2) **Goal:** Create Public Awareness of Delaware Agriculture and the Department

A) **OBJECTIVE:** Public Education – Increase public awareness of the importance of forests and forest management.

**Performance Measure:** Percentage of Delaware's public and private elementary schools that participate in Forest Service educational programs.

	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>(Projected)</b>		
<b>Rural Forests</b>	48%	17%	30%	32%	35%	40%
<b>Urban Forests</b>	24%	26%	30%	33%	37%	40%
<b>Wildfire</b>	40%	43%	45%	50%	60%	67%
<b>Education</b>	31%	45%	50%	55%	60%	65%

FY 2007 DDA STRATEGIC PLAN  
HARNESS RACING  
65-01-05

**Goal: Protect the Health and Viability of Delaware's Agricultural Industry**

A) **OBJECTIVE: Accreditation of Commission's Judges.** The Commission's two full time Presiding Judge and Associate Judge and the three Alternate Associate Judges shall be accredited through the University of Louisville or University of Arizona Equine Industry Programs, United States Trotting Association (USTA) or other National Racing Accreditation organization. Accreditation is maintained by full-time and part-time Judges or candidates attending courses pertaining to the equine racing officials curriculums offered by each university or program, respectively. Continuing educational (CE) or "in-service" training classes are attended to maintain the accreditation certification and shall be successfully completed every two years.

**Performance Measure:** 100% compliance with this objective to ensure that the Delaware Harness Racing Commission employs individuals that are accredited professionals in the Harness Racing Industry.

B) **OBJECTIVE: Oversight of Racing Events in the State.** There are approximately 3,630 annual racing events (races) for the purpose of pari-mutuel wagering during the course of harness racing seasons at Dover Downs and Harrington Raceway within the State of Delaware.

**Performance Measure:** Of the approximately 3,630 races that are conducted for pari-mutuel wagering and other exhibition races which are carded at Dover Downs and Harrington Raceway, 100% of all those races are observed and video taped for review to ensure that racing is fair and honest for the protection of the racing participants, patrons at the track, and those in attendance at simulcasting outlets outside of Delaware.

C) **OBJECTIVE: Maintain the highest standards in the Forensic Equine Drug Testing Programs.** To ensure the honesty and integrity in the running of the races within the State of Delaware, the Commission collects post-race urine and blood and pre-race blood samples from equine contestants out of each race plus "special" designated tests.

**Performance Measure:** Of the approximately 3,630 harness racing events that are contested within the State of Delaware, during FY 2004, 5,593 samples were tested for the presence of prohibitive medications in post-race and pre-race samples collected.

D) **OBJECTIVE: Racing participants licensed and background checks performed through criminal history inquiries and racing sources of information.** The Delaware Harness Commission licenses annually and fingerprints applicants periodically and reviews background information to ensure that participants in the industry are not a risk to the integrity of the sport.

**Performance Measure:** Applicants are licensed annually (FY 04 – 2,751) and periodically fingerprinted. Those fingerprint impressions are forwarded to the Delaware State Bureau of Identification for classification for local and federal criminal history records that may exist. In addition, background checks are also performed by the Commission and/or by the Standardbred Investigative Services (SIS/TRPB) for those applicants that may not have a criminal history, but have earned notorious recognition in racing jurisdictions for rule violations.

<b>OBJECTIVE</b>	<b>FY 04 Actual</b>	<b>FY 05 Projected</b>	<b>FY 06 Projected</b>	<b>FY 07 Projected</b>
<b>Accreditation of Commission's Judges</b>	<b>80%</b>	<b>80%</b>	<b>100%</b>	<b>100%</b>
<b>Oversight of Racing Events (Races) within The State of Delaware</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Equine Drug Samples Tested</b>	<b>5,593</b>	<b>&gt; 5,600</b>	<b>&gt; 5,600</b>	<b>&gt; 5,600</b>
<b>Racing Participants Licensed by DHRC</b>	<b>2,751</b>	<b>&gt; 2,750</b>	<b>&gt; 2,775</b>	<b>&gt; 2,800</b>

FY 2007 DDA STRATEGIC PLAN  
PESTICIDE SECTION  
65-01-06

1) **Goal: Protect the Health and Viability of Delaware's Agricultural Industry**

- A) **OBJECTIVE: Priority Inspections** - 100% response to suspected pesticide poisonings, reported spills, contaminated food or water supplies, and consumer complaints (relating to product efficacy or pesticide mis-use).

**Performance Measure:** Number of inspections initiated from complaints or reported pesticide incidents as a percentage of actual number of complaints or reported incidents received.

- B) **OBJECTIVE: Laboratory Services** – By 2007, 50% of pesticide laboratory analytical services are related to health or environmental samples.

**Performance Measure:** Percent sample analyses that qualify as health or environmental related.

- C) **OBJECTIVE: Pesticide Compliance** – Deter pesticide misuse through compliance actions under the pesticide statutes and regulations (State and Federal).

**Performance Measure:** By 2007, decrease the percentage of repeat offenders.

2) **Goal: Maintain and Expand Effective Consumer Services**

- A) **OBJECTIVE: New Technology** – Enhance services through technology, especially electronic registration and pesticide monitoring.

**Performance Measure:** Number of products in the marketplace that are barcode scanned using digital equipment.

- B) **OBJECTIVE: Plastic Pesticide Container Recycling** – Expand the (empty) plastic pesticide container recycling program.

**Performance Measure:** Number of plastic containers collected for recycling.

3) **Goal: Create Public Awareness of Delaware Agriculture and the Department**

- A) **OBJECTIVE: Pesticide Education** – Provide educational assistance and job training as it relates to using pesticides safely & effectively.

**Performance Measure:** By 2007, decrease the percentage of actionable inspections by 3%.

	<b>FY04 Actual</b>	<b>FY05 Actual</b>	<b>FY06 Budget</b>	<b>FY07 (Projected)</b>	<b>FY08</b>	<b>FY09</b>
<b>Priority Inspections</b>	N/A	18%	30%	32%	35%	40%
<b>Lab Services</b>	58%	25%	50%	50%	50%	50%
<b>New Technology</b>	N/A	N/A	4500	6000	6500	6700
<b>Recycling</b>	8000	12000	22000	25000	30000	40000
<b>Pesticide Education</b>	19%	18%	17%	14%	12%	10%
<b>Pesticide Compliance</b>	N/A	N/A	N/A	4%	2%	1%



FY 2007 DDA STRATEGIC PLAN  
PLANNING AND PRESERVATION SECTIONS

65-01-07

65-01-13

**Goal: Protect the Health and Viability of Delaware's Agricultural Industry**

- A) **OBJECTIVE: Farmland Preservation** – Administer the Agricultural Lands Preservation Act to preserve permanently 2,400 acres of farm land during FY '07

**Performance Measure:** Acres permanently preserved.

- B) **OBJECTIVE: Land Use Planning** – Review 100% of land development plans which impact agriculture and/or forestry in support of the Livable Delaware Initiative and comment to support those industries.

**Performance Measure:** Percent (%) of land development plans reviewed and commented.

- C) **OBJECTIVE: Computer Network Administration** – Maintain and administer the Department's computer network at the highest level of technology consistent with available budget and manpower while reducing down time by 10%.

**Performance Measure:** Percent (%) reduction in down time projected for FY07.

**PROJECTED**

	<b>FY04 Actual</b>	<b>FY05 Actual</b>	<b>FY06 (Projected)</b>	<b>FY07</b>	<b>FY'08</b>	<b>FY'09</b>
Farmland Preserved (ac.)	5,229	6,080	3,216	2,400	2,000	1,600
% Plans Reviewed	100%	100%	100%	100%	100%	100%
% Time Reduction *				10%	10%	10%

\* New Performance Measure (establish baseline during FY '06)

FY 2007 DDA STRATEGIC PLAN  
PLANT INDUSTRIES SECTION  
65-01-08

1) **Goal:** Protect the Health and Viability of Delaware's Agricultural Industry

A) **OBJECTIVE:** **Plant Pest Detection.** Provide for plant pest detection, exclusion, and eradication through the effective use of statutory authority.

**Performance Measure:** *Maintain high rate of inspection of retail nurseries and registered bee colonies.*

**Performance Measure:** *Review other state laws and National Plant Board guidance, and as appropriate, update Nursery, Apiary, Noxious Weed, Plant Pest and Nuisance Plants laws.*

B) **OBJECTIVE:** **Plant Pest Survey.** Improve decision-making in plant pest detection by using emerging scientific and technical information to move from general survey to targeted surveys for key pests.

**Performance Measure:** *Number of key pests in State/USDA target pest surveys*

C) **OBJECTIVE:** **Noxious Weeds.** Increase the % of acres infested with noxious weeds treated or under control program.

**Performance Measure:** *Percentage of infested acres under compliance agreement or control*

D) **OBJECTIVE:** **Invasive Species (Plant Pests) Programs.** Increase Plant Industries participation in statewide invasive species awareness and/or removal programs.

**Performance Measure:** *Number of statewide programs with Plant Industries Participation*

E) **OBJECTIVE:** **Permitting.** Maintain 100% review rate of biotechnology and plant pest permit applications received within 15 days.

**Performance Measure:** *Percent (%) USDA permits processed*

F) **OBJECTIVE:** **Seed Certification.** Maintain between 9,000 and 10,000 acres in the Certified Seed Program.

**Performance Measure:** *Number of acres in Certified Seed Program*

2) **Goal: Create Public Awareness of Delaware Agriculture and the Department**

**A) OBJECTIVE: Public Information and Outreach.** Increase the number of public programs and presentations about Plant Industries programs and invasive species, especially groups associated with nursery and landscape industry.

**Performance Measure:** *Number of programs presented*

	FY04	FY05	FY06*	FY07	FY08	FY09
% retail nurseries inspected	21	76	30	65	68	72
# reg. bee colonies inspected	1416	1077	1450	1400	1400	1400
# Plant Industries Laws updated	0	0	0	1	2	2
Key pests in survey**	ab	abcd	abcd	abcde	abcde	abcde
% weed acres under control	69	73	75	79	82	85
# programs***	1	1	3	4	4	5
% permits	100	100	100	100	100	100
# programs presented	27	22	28	30	33	35
# certified acres inspected	9901	10,000	10,000	10,000	10,000	10,000

\* Budget estimate

\*\* a=Africanized honeybee  
b=Sudden oak death, *Phytophthora ramorum*  
c=Asian soybean rust, *Pakopsora pachyrhizi*  
d=Red imported fire ants, *Solenopsis invicta*  
e=Asian longhorned beetle, *Anoplophora glabripennis*

\*\*\* Current programs include: Gypsy moth survey, Milford porcelainberry and Plants for a Livable Delaware

FY 2007 DDA STRATEGIC PLAN  
POULTRY AND ANIMAL HEALTH  
65-01-09

**Goal: Protect the Health and Viability of Delaware's Agricultural Industry**

A) **OBJECTIVE:** Maintain same-day response to all animal health emergencies. \*

**Performance Measure:** Level of interactive encounters with state, federal and industry groups aimed at the prevention and/or mitigation of animal/poultry disease outbreaks in Delaware herds of flocks.

B) **OBJECTIVE:** Reduce residues, pathogens, and contaminants in the food supply and reduce the risk of food-borne illness due to the intentional sabotage of the food supply in support of homeland security.\*

**Performance Measure:** Level of interactive encounters with state, federal and industry groups aimed at the prevention and/or mitigation of animal/poultry disease outbreaks in Delaware herds of flocks.

C) **OBJECTIVE:** Reduce the non-compliance of commercial transactions involving regulated articles and activities. \*

**Performance Measure:** Level of interactive encounters with state federal and industry groups aimed at the prevention and/or mitigation of animal/poultry disease outbreaks in Delaware herds of flocks.

	<b>FY 04 Actual</b>	<b>FY05 Actual</b>	<b>FY06 Actual</b>	<b>FY07 FY08 FY09 (Projected)</b>
Percentage of human exposure to rabies with same-day turnaround time	100	100	100	100 100 100
# interactive encounters with state/federal/industry groups (thousands)	12	12	14	14 14 14
# Hatchery Sanitation Samples to prevent/control pathogens such as Salmonella (thousands)	17.6	25	26	27 27 27

\* Includes daily activity directed at diagnostic, monitoring and regulatory efforts to detect and control animal diseases. This includes diseases or other threats to animal health, human health and the safety of both animal and human food supplies.

FY 2007 DDA STRATEGIC PLAN  
THOROUGHBRED RACING  
65-01-10

**Goal: Protect the Health and Viability of Delaware's Agricultural Industry**

A) **OBJECTIVE: Accreditation of Commission's Stewards.** The Commission's three full time racing stewards shall be accredited through the University of Louisville or University of Arizona Equine Industry Programs or other National Racing Accreditation organization. Accreditation is maintained by Stewards or candidates attending courses pertaining to the equine racing official's curriculums offered by each university or program, respectively. Continuing educational (CE) or "in-service" training classes are attended to maintain the accreditation certification and shall be successfully completed every two years.

**Performance Measure:** 100% compliance with this objective to ensure that the Delaware Thoroughbred Racing Commission employs individuals that are accredited professionals in the Thoroughbred Racing Industry.

B) **OBJECTIVE: Oversight of Racing Events in the State.** There are approximately 1,350 annual racing events (races) during the course of a Thoroughbred and Arabian racing season in the State of Delaware.

**Performance Measure:** Of the approximately 1,350 Thoroughbred/ Arabian racing events that are carded at Delaware Park Race Track, 100% of these races are observed and video taped for review to ensure that racing is fair and honest for the protection of racing participants, patrons at the track, and those in attendance at simulcasting outlets outside of Delaware.

C) **OBJECTIVE: Maintain the highest standards in the Forensic Equine Drug Testing Programs.** To ensure the honesty and integrity in the running of the races within the State of Delaware, the Commission collects post-race urine and blood samples from equine contestants out of each race plus "special" designated samples.

**Performance Measure:** Of the approximately 1,350 Thoroughbred/Arabian racing events that are contested within the State of Delaware, during FY 2004, 1,993 samples were tested for the presence of prohibitive medications in post-race samples collected.

D) **OBJECTIVE: Background checks performed through criminal history checks and racing sources of information.** The Delaware Thoroughbred Commission licenses annually and fingerprints applicants periodically and reviews background information to ensure that participants in the industry are not a risk to the integrity of the sport.

**Performance Measure:** Applicants are licensed annually (FY 04 – 5,005) and periodically fingerprinted. Those fingerprint impressions are forwarded to the Delaware State Bureau of Identification for classification for local and federal criminal history records that may exist. In addition, background checks are also performed by the Commission and/or by the Thoroughbred Racing Protective Bureau (TRPB) for those applicants that may not have a criminal history, but have earned notorious recognition in racing jurisdictions for rule violations.

<b>OBJECTIVE</b>	<b>FY 04 Actual</b>	<b>FY 05 Projected</b>	<b>FY 06 Projected</b>	<b>FY 07 Projected</b>
<b>Accreditation of Commission's Stewards</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Oversight of Racing Events (Races) within The State of Delaware</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Equine Drug Samples Tested</b>	<b>1,993</b>	<b>&gt; 1,990</b>	<b>&gt; 1,990</b>	<b>&gt; 1,990</b>
<b>Applicants Licensed By DTRC</b>	<b>5,005</b>	<b>&gt; 5,000</b>	<b>&gt; 5,000</b>	<b>&gt; 5,000</b>

FY 2007 DDA STRATEGIC PLAN  
WEIGHTS AND MEASURERS SECTION  
65-01-11

**Goal: Maintain and Expand Effective Consumer Services**

- A) **OBJECTIVE: Device Inspection.** Annually inspects all commercial weighing and measuring devices.

**Performance Measures:**

- % of small scales inspected (*performance measure*)
- % of large scales inspected (*performance measure*)
- % of motor truck scales (*performance measure*)
- % of petroleum meters inspected (*performance measure*)
- % of propane meters inspected (*performance measure*)
- % of fuel oil devices inspected (*performance measure*)
- % of moisture meters inspected (*performance measure*)
- % of wheel law enforcement wheel load weighers inspected (*performance measure*)
- % of timing devices inspected (*performance measure*)

- B) **OBJECTIVE: Package Inspection.** Regularly perform package net content and labeling compliance inspections.

**Performance Measures:**

- % of standard packages rejected
- % of random packages rejected

- C) **OBJECTIVE: Scanner Inspection.** Regularly inspect businesses for pricing accuracy.

**Performance Measure:** % of failed price verification inspections.

- D) **OBJECTIVE:** License all scale and meter technicians working in the state of Delaware.

**Performance Measure:** Number of technicians licensed

- E) **OBJECTIVE: Consumer Complaints.** Investigate all consumer complaints within one business day.

**Performance Measure:** Number of complaints investigated.

- F) **OBJECTIVE: Education.** Provide educational displays and demonstrations for consumers. Conduct training sessions for businesses.

**Performance Measure:** Number of training presentations.

## Performance Measures

	<b>FY 2004 Actual</b>	<b>FY 2005 Actual</b>	<b>FY 2006 Budget</b>	<b>FY 2007 Gov. Rec.</b>	<b>FY 2008 Projected</b>	<b>FY 2009 Projected</b>
Consumer complaints	47	57	65	72	75	78
Educational Presentations	5	3	3	3	5	5
Small Scales Tested (% of Total)	2740 2609 95%	3400 3270 96%	3800 3610 95%	4200 4100 98%	4500 4500 100%	4800 4800 100%
Large scales Tested (% of Total)	271 210 77%	269 146 54%	250 200 80%	200 200 100%	200 200 100%	200 200 100%
Truck Scales Tested (% of Total)	215 76 35%	245 230 94%	250 240 96%	255 255 100%	260 260 100%	260 260 100%
Petroleum Meters Tested (% of Total)	8440 7004 83%	9270 7813 84%	9600 8500 89%	10,000 9500 95%	10,500 10,250 98%	11,000 11,000 100%
LPG Meters Tested (% of Total)	142 42 30%	141 131 93%	130 100 77%	125 110 88%	100 100 100%	75 75 100%
Vehicle Tank Meters Tested (% of Total)	260 233 90%	240 230 96%	230 230 100%	225 225 100%	220 220 100%	220 220 100%
Moisture Meters Tested (% of Total)	45 29 64%	80 80 100%	80 80 100%	80 80 100%	80 80 100%	80 80 100%
DSP Enforcement Scales Tested (% of Total)	17 0 0%	16 16 100%	25 25 100%	25 25 100%	25 25 100%	25 25 100%
Timing Devices (est.) Tested (% of Total)	8000 0 0%	8000 0 0%	8000 500 6%	8000 2000 25%	8000 4000 50%	8000 5000 62%
Standard Packs Tested Rejected Packs (% Rejected)	1434	36,785 5886 16%	50,000 10,000 20%	55,000 15,000 27%	60,000 20,000 33%	60,000 22,000 36%
Random Packs Tested Rejected Packs (% Rejected)	18,443	50925 13,240 26%	55,000 11,000 20%	60,000 9,000 15%	65,000 6,500 10%	70,000 7,000 10%
Price Verifications Failed Inspections (% Rejected)	649	480 48 10%	550 55 10%	620 62 10%	670 67 10%	720 72 10%
Technicians Registered	270	252	265	275	275	80



FY2007 DDA STRATEGIC PLAN  
NUTRIENT MANAGEMENT  
65-01-12

1) **Goal**: Protect the Health and Viability of Delaware's Agricultural Industry

A) **OBJECTIVE**: Nutrient Management Relocation – Promote Alternative use practices for excess nutrients generated in Delaware by developing and implementing incentive and market-based programs.

**Performance Measures**:

- (1) Annual tons of poultry litter-manure relocated within the Delmarva Peninsula for land application;
- (2) Annual tons of poultry litter-manure exported from the Delmarva Peninsula for land application;
- (3) Annual tons of poultry litter-manure relocated to an alternative use project.

	FY04	FY05	FY06	FY07	FY08	FY09
	Actual	Actual	Budget	Budget	Budget	Budget
(1) Relocation (tons)	13,915	16,297	20,000	25,000	25,000	25,000
(2) Relocation (tons)	9,653	15,451	15,000	15,000	18,000	18,000
(3) Relocation (tons)	20,894	38,214	35,000	40,000	50,000	75,000

B) **OBJECTIVE**: Nutrient Management Planning. Institute a program to assist in developing and funding nutrient management plans according to law and program standards.

**Performance Measure**: Percentage of Delaware's cropland and nutrient applied land managed under a current nutrient management plan developed by a certified consultant; Acres managed under a nutrient management plan.

	FY04	FY05	FY06	FY07	FY08	FY09
	Actual	Actual	Budget	Budget	Budget	Budget
Nutrient management planning	68%	84%	92%	100%	100%	100%
Current acreage (acres)	326,000	402,745	442,000	480,000	480,000	480,000

C) **OBJECTIVE**: Nutrient Management Certification – Develop and implement a nutrient management certification program according to standards established by law and regulations.

**Performance Measure**: Number of nutrient handlers by certification type; Number of certification and education events held throughout the state.

	FY04	FY05	FY06	FY07	FY08	FY09
	Actual	Actual	Budget	Budget	Budget	Budget
# of Nutrient Consultant	117	104	100	100	100	100
# of Commercial Handlers	20	46	50	65	65	65
# of Private Applicators	1,332	1,400	1,500	1,500	1,500	1,500
# of Nutrient Generators	606	646	650	650	650	650
# of Education events	78	44	35	35	35	35

D) **OBJECTIVE: Concentrated Animal Feeding Operations (CAFO)** – Develop and implement a State National Pollution Discharge Elimination System (NPDES) Permitting Program for CAFOs in cooperation with the Department of Natural Resources and Environmental Control and according to the Clean Water Act and Federal Regulations.

**Performance Measure:** Number of CAFO permits issued and administered.

	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
# of CAFO permits	1	1	2	5	7	10

E) **OBJECTIVE: Demonstration Projects** – Develop and implement demonstration projects within the farm community for best management practices that will improve water quality and are typically site specific to the crop, soil, management and other factors.

**Performance Measure:** Number of demonstration projects; Number of different farms location throughout the state.

	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
# of dem. Projects	94	63	60	60	60	60
# of farm sites/locations	15	61	60	60	60	60

F) **OBJECTIVE: Nutrient Management Audits** – Audit nutrient management implementation for planning and relocation compliance according to the law and program standards.

**Performance Measure:** Number of nutrient handling farms and/or operations audited for program compliance; Number of financial audits for program funded Nutrient Planning and Relocation accountability.

	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
# of nutrient management farm Audits	19	15	15	20	25	25

	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
# of nutrient management plan reimbursement financial audits	0	3	5	5	5	5
# of nutrient relocation reimbursement audits	0	3	3	3	3	3

G) **OBJECTIVE: Research Priorities** – Facilitate and actively fund research projects according to priorities that will better balance science-based policy development with modern and responsible nutrient management practices.

**Performance Measure:** Number of research projects implemented.

	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
# of research projects	0	0	5	5	5	5

## 2) **Goal: Maintain and Expand Effective Consumer Services**

A) **OBJECTIVE: Complaint Resolution** – Respond to informal and formal complaints against nutrient management practices according to the regulations and standards for complaints and enforcement. .

**Performance Measure:** Number of complaints received against nutrient management practices; Number of complaints resolved.

	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
# of complaints received	31	46	45	45	45	45
# of complaints resolved	30	43	45	45	45	45

B) **OBJECTIVE: Environmental Stewardship** – Recognize environmental stewards within the agricultural community with the cooperation and financial support of the agri-businesses and poultry companies operating within the state.

**Performance Measure:** Number of environmental stewards awarded.

	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY08</b>	<b>FY09</b>
	<b>Actual</b>	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
# of environmental stewardship awards	3	3	3	3	3	3